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ABSTRACT

This paper reports on the critical role that marketing can have on the health, physical education, recreation, and dance professions (HPERD) and on a national survey of college administrators in the field and their attitudes and practices at the college level. The first half of the paper briefly traces the growing impact of marketing on service sector entities and clarifies misconceptions and misunderstandings about marketing that hinder its acceptance and implementation at institutions of higher education. This section covers marketing history and the HPERD professions, principles of marketing, and marketing methods. The research report describes a survey of 887 administrators (43 percent responded with usable surveys) and their personal perspective on the importance and current levels of practice of 15 marketing methods. From the results the paper concludes that the perceived importance of marketing methods is not reflected in equivalent practice as respondents rated 13 of the 15 marketing methods important and yet reported their practice of these as infrequent. In addition administrators at HPERD units in higher education are consistent in their ratings of the importance and practice of the selected marketing methods despite regional and institution-type differences. Appendixes contains the survey instrument, and a figure depicting the ratings of importance and level of current practice of 15 selected marketing methods. Contains 33 references. (JB)

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HPERD Administrators' Perspectives Concerning Importance and Practice of Selected Marketing Methods

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Abstract

The purpose of this presentation has a two-fold design. First, it is to inform the audience of the nature and critical role that marketing and a marketing orientation can have on the health, physical education, recreation and dance (HPERD) professions in the emerging "Information Age." The speaker will briefly trace the growing impact of marketing on service sector entities, and clarify many misconceptions and misunderstandings about marketing that hinder its acceptance and implementation at institutions of higher education. Second, it is to share the results of a national survey of HPERD administrators concerning their perspectives about the importance and practice of selected marketing methods at the college and university level. The study looked for relationships and differences between these perspectives based on unit size, geographic location, and whether an institution is public or private. Study results will be presented.

Introduction

Being on the edge of the 21st Century, an era acknowledged by Tofler (1990) and Postman (1993) as being an "Information Age," change is no longer evolutionary in pace, it is revolutionary. Professions and professionals must either solve the challenges that change imposes, or risk becoming extinct. Colleges and universities have, generally, been quite resilient when confronted by change. Most have survived wars, depression, politics, and shifts in cultural emphasis. However, current challenges are more formidable than in the past and require new strategies and new philosophies. Marketing is a business-oriented approach that is being applied to nonbusiness entities to enhance their success in a change oriented, highly competitive world. It is a management tool that reflects the need to adapt to a constantly changing environment.

Clark Kerr, in an article contributed to Three Thousand Futures: The Next Twenty Years for Higher Education, said, "The road to survival now leads through the marketplace. A new academic revolution is upon us" (Carnegie Council on

Policy Studies in Higher Education, 1980, p. 30). It was meant to be a wake-up call, but too many college and university administrators were evidently more unconscious than merely asleep. The marketing alarm is still ringing for many in higher education. These individuals appear to be unmotivated by this alien demand on "Ivory Tower" trappings. Still in a stupor, they perceive marketing as a form of "hucksterism" associated with the sales profession. Mitchel (1980) reported that higher education leaders equate marketing with promotion, public relations and advertising. Such an attitude was prevalent then and still persists among many in higher education.

Skeptical administrators within higher education seem to cling to a "last survivor" mentality. They cling to practices and philosophies cultivated in a former era with a substantially different population. They are repulsed at the notion of having to "sell" education. Their ignorance about marketing has moved beyond stubborn resistance to wanton negligence. There is no longer a dearth of knowledge about the role and importance of marketing for service oriented, nonprofit organizations. A review of the literature shows a growing awareness of the advantages that marketing can play in solving problems in higher education.

Marketing History And The HPERD Professions

A witticism by Kotler (1988) that marketing is the world's oldest profession may really approach historical truth. Because marketing involves a "series of exchange relationships," it could be argued that it has always been a part of any culture. Does it really matter if Drucker (1974) is correct that marketing began in Japan in 1650, or that it began with the ideas of Adam Smith nested in his 1776 book, Wealth of Nations, as reported by Mathias (1982)? It is sufficient to know that the elements of marketing (needs, wants, and exchanges) are an instinctive part of the natural order of society, and that the marketing concept has been refined and

improved during its various stages or eras of development. It is, however, important to the HPERD professions to note the evolution of marketing from business to nonbusiness entities.

Early marketing pioneers seemed unimpressed with professional services as a medium of exchange. Taylor (1984) suggested that this attitude might be attributed to a general belief that services were inferior in a product-oriented world. Marketing, as a refined tool for meeting needs and wants, really became an indispensable activity for business success in the late 1960's. Nonprofit organizations lagged in their recognition and acceptance of marketing. From the nonprofit sector, service entities, especially higher education, were even more reluctant to make a commitment toward marketing as a means of reaching out to their publics. This restrained attitude has persisted even into the 1990's, but there is evidence that criticism is fading and misunderstandings are diminishing as marketing benefits to the nonprofit sector become more visible and viable.

HPERD professions are service based and services are now being marketed with zeal by competing agencies. "Service is a product in the form of an activity or a benefit to consumers" (Lamb, Hair & McDaniels, 1994, P.336). Services comprise a significant part of the U.S. economy: (a) accounting for 70 percent of the workforce; (b) generating 60 percent of the gross national product; (c) creating 44 million new jobs in the past 30 years; and (d) softening the effects of every recession since World War II, and fueling every economic recovery (Lamb, Hair & McDaniels, 1994, P.336). To survive against competing services, HPERD professions and professionals must market their programs and offerings. But first, they must become aware of what the term "marketing" really means. The American Marketing Association defined marketing as the "process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives"

(cited in Lamb, Hair & McDaniel, 1994, p.6). As defined, it is a concept that is radically different from the common notion that marketing is selling, advertising and public relations. This latter mind-set is not only naive, it is a millstone around the missions, goals and objectives of an institution. Developing a true marketing orientation cannot happen by chance, but it can happen by purposeful design.

It is interesting to note that the American Alliance for Health, Physical Education, Recreation and Dance's (AAHPERD) first nation-wide attempt to cultivate some type of exchange with external publics, the Physical Education Public Information (PEPI) project in 1971, might actually have retarded the advance of marketing in the HPERD professions. PEPI is evidence that the Alliance was acutely aware of the need to reach out to its publics. However, it resulted in the strengthening of a promotion and selling mind-set that only partially fulfills marketing's functions (Carlson, 1983; Welsh, 1983; Maggard, 1984; Rolloff, 1985; Smith, 1985; Seefeldt, 1987). Except for a precursory article written by Carter in 1979, the term marketing does not appear in HPERD literature until the 1980's, and rarely is marketing, in its true sense, addressed fully. The 100th anniversary of AAHPERD in Atlanta in 1985 did not include marketing as an issue even though the theme was "Critical Issues in Sports and Physical Education." Additionally, a report by Grande (1990) did not list marketing as a managerial requirement for interscholastic directors of athletics. Some authors used the term "marketing" in the title of their articles, but failed to define the term or demonstrate more than a peripheral understanding of a true application of the concept (Downs, 1983; Scalzo, 1983).

There were some HPERD professionals who understood and promoted a marketing orientation as a management tool for solving professional problems (Stynes, 1983; Marciani, 1985; Ellis 1988a; Ellis 1988b; Moore & Gray 1990; Knoph, 1990; Klein, 1991; McClean & Cooper, 1991; O'Sullivan, 1991; Jamieson,

1992; Barber, 1992; Schneider, 1992; Tadlock, 1993). These individuals represent a new wave of professionals who advocate marketing as an essential tool for the service sector. The HPERD professions have changed considerably in the last 30 years. It is also obvious that the marketplace has also changed enormously. The HPERD professions and professionals must change to reflect these societal shifts if they are to compete successfully. Marketing is not a panacea, but it appears to be the best hope for higher education who have, for too long, been bogged down in a stagnant, internally focused mind-set. It is imperative that HPERD adapt to the forces that affect its vitality and destiny. It is no longer possible to ignore students, clients, and customers. Marketing is a concept that inverts the typical organizational pyramid - putting consumers at the top instead of management.

Founding Principles of Marketing

The growing appeal of marketing for HPERD professions is based on the discovery that marketing centers are efficiently and effectively serving human needs. It is becoming increasingly more evident that organizational success depends upon how well it can serve and satisfy its publics. If marketing is the "effective management by an institution of its exchange relations with its various markets and publics," then the purposes and key functions of marketing must be understood. Kotler and Fox (1985) supplied the following foundations:

- First: Marketing is a managerial process to help administrators face very practical marketing problems.
- Second: Marketing manifests itself in carefully formulated programs, involving thorough, advance planning.
- Third: Marketing seeks to bring about voluntary exchanges of value.
- Fourth: Marketing means the selection of target market rather than the attempt to be all things to all people.

- Fifth: Marketing helps institutions survive through serving their markets more effectively, which requires institutions to be very specific about their objectives.
- Sixth: Marketing designs institutional offerings in terms of target market needs and desires. It is client-oriented, not seller-oriented.
- Seventh: Marketing utilizes and blends a set of tools called market mix, program design, pricing, communication, and distribution. (pp. 7-8)

Sadly, the above core concepts of marketing are not commonly understood by the HPERD professions. HPERD is slow in making the association between the above foundational truths and: (a) Greater success in fulfilling mission statements; (b) Improved satisfaction of relevant publics; (c) Improved attraction of marketing resources; and, (d) Improved efficiency in marketing activities (Kotler & Fox, 1985). Service sector entities must break out of the trappings of the past. To meet the challenges facing HPERD in the present and in the future, it is imperative that a marketing strategy be incorporated, and appropriate marketing methods be selected and utilized to achieve stated missions, goals and objectives.

An Overview of Marketing Methods

The purpose of marketing methods is to facilitate and expedite exchanges. They represent the game plan by which organizations can achieve marketing objectives. To enhance understanding, the following fifteen marketing methods, selected from a review of the literature, are briefly described.

Marketing Orientation: The attitude that the main task of an organization and all of its members is to determine and satisfy the needs and wants of customers.

Marketing Research: This is research relevant to a particular situation or problem facing an organization, and enables it to match resources with market demands, and aids in the development of a successful marketing plan.

Marketing Information Systems: This is how an organization manages internal and external information concerning issues, opportunities and threats relevant to its current and future success. This system is designed to gather, evaluate and distribute pertinent, timely information for use by decision makers.

Program Development: A process of identifying and providing programs and services that will attract, retain and satisfy customers.

Marketing Planning: A process that produces a written document that details the marketing strategies and offerings necessary to accomplish unit mission, goals and objectives. This document would culminate in a strategic fit between the unit and its publics.

Marketing Consultants: Unless marketing expertise is available internally, a unit can rely on marketing consulting agencies for advice about targeting and promoting its programs and services.

Market Segmentation: This is a method that recognizes that customers are not identical, and that they have different preferences and respond to different themes. A unit can target a select group of individuals and customize a marketing strategy that will appeal to their needs, wants and desires.

Market Positioning: Positioning is an attempt to establish a competitive edge, or niche, within a market segment. It seeks to influence the perceptions, images and attitudes of potential customers and donors concerning the unit and its programs and offerings.

Differentiated Marketing: This is a process that allows a unit to pursue two or more market segments at the same time, but requires a separate offer and marketing mix for each. After studying the competition, a unit can promote advantages that distinguish it from the competition.

Pricing: This process combines elements of cost, competition and demand to arrive at a charge for the unit offerings and services. It is a balance between perceived value and the revenues needed to accomplish unit mission and goals.

Distribution: This method is how a unit makes its offerings and services available to external publics. It is anywhere that a unit's programs are delivered - including extension service locations, athletic fields, performance arts centers, and other possible sites.

Advertising: This is a one-way, non-personal method of informing or persuading publics through paid communication carried in mass media channels, and is clearly under sponsorship of a specific entity.

Promotion: This method includes all marketing activities, apart from publicity, advertising and personal selling, that are designed to attract and maintain customers. It is usually short term endorsement to consider an exchange.

Publicity: This method involves the use of commercially significant, non-personal communication that is presented by the media free and without sponsorship. Its purpose is to stimulate or attract favorable attention to the unit.

Personal Recruitment: A personal, face-to-face process of finding and convincing prospective customers that your unit will satisfy their needs and wants.

Survey of Marketing Perspectives of HPERD Administrators

To determine the status of the importance and practice of marketing methods among HPERD administrators, a survey tool (Appendix A) was developed and distributed to a target population. Respondents rated their personal perspectives about the importance and current level of practice of fifteen selected marketing methods. The independent variables were unit size, geographical location, and whether an institution was public or private. The results of this study are discussed below.

Importance and Practice of Marketing Methods. HPERD administrators were consistent in their ratings of the marketing methods that were more and less important to them. They were also consistent in their ratings of current practice. Marketing methods rated high in importance were also rated high for current level of practice. This was true across all three independent variables. There were a few interesting variations among administrators regarding certain marketing methods. For example, Northwest District (AAHPERD) administrators rated Market Positioning as their most important marketing strategy. Other districts were not as impressed with this method. Administrators' ratings of the importance of marketing methods and their practice of these methods were not affected by institution type, size, or geographical area.

Relationship Between Importance and Practice. Statistical analysis of the data confirmed that there were highly significant correlations between importance and practice variables for each marketing method. It is clear that there is a relationship between what HPERD administrators believe are important marketing strategies and their practice of these strategies. Based on the data, there were only four marketing methods that respondents practiced on the positive side of the rating scale. These methods are: Marketing Orientation, Program Development,

Distribution, and Personal Recruitment. These four methods were consistently rated as being the most important marketing methods by the respondents. But, administrators did not rate their practice of these methods to the same degree.

Respondents were also consistent when rating the least important methods and their practice of these methods. The only two methods receiving a negative rating for importance were Marketing Consultants, and Advertisement. These same methods were also the least practiced methods. Differentiated Marketing and Pricing, respectively, were barely given positive ratings for importance, and they were also among the least practiced methods.

When correlating Importance and Practice with all marketing methods combined, the relationship remains highly significant. The correlation coefficient for the over-all score, using all 15 methods was $R=.45$. Although this and all correlation coefficients are moderate in size, they are still highly significant.

Importance and Practice and Independent Variables. This study sought to determine if there were any significant differences that might exist between HPERD administrators ratings of the perceived importance of 15 selected marketing methods and their practice of these methods relative to the independent variables under study: type, size, and geographical location of the college or university. A one-way ANOVA was the statistical procedure used to determine differences for each independent variable compared to each dependent variable. A multi-variate ANOVA was used to analyze both dependent variables as repeated measures for each independent variable. The independent variables are discussed separately below.

A) Type of College or University. There were significant differences discovered between HPERD administrators perceived importance of certain marketing methods and the type of college or university. The type of institution, public or private, is a significant factor for three marketing methods: Pricing, Distribution, and Personal Recruitment. HPERD administrators at private institutions consider these methods as being more important to their units than

HPERD administrators at public institutions. Pricing and Distribution are management tools that enable administrators to target potential markets, and Personal Recruitment is a means of communicating to these markets. There is a significant difference between the way administrators at private institutions rate the importance of these three marketing methods compared to their counterparts. The survey data concerned with the practice of selected marketing methods reveals that HPERD administrators at private institutions rated Pricing and Personal Recruitment at a significantly higher level than HPERD administrators at public institutions. The perceived importance of Pricing is the only marketing method that reflects an interaction between type and size of institutions. Administrators at small, private institutions varied significantly in rating this method than the other three.

B) Size of College or University. This study sought to determine if there were any significant differences between HPERD administrators perceived importance of selected marketing methods and their practice of these methods based on unit size. Regarding perceived importance, the size of a unit, large or small, was a significant factor for four marketing methods: Marketing Information Systems, Market Positioning, Differentiated Marketing, and Personal Recruitment. Small colleges and universities value these marketing methods significantly more than large colleges and universities. Marketing Information Systems is a management tool that helps administrators organize for appropriate marketing ventures. Market Positioning and Differentiated Marketing are means of targeting potential students. Personal Recruitment is a means of communicating to these student populations.

Program Development and Differentiated Marketing are two marketing methods that reflect a significant difference based on current practice. Program Development is a means of identifying and providing programs that will attract, satisfy, and retain students. Differentiated Marketing is a management tool that allows a unit to promote advantages that distinguish it from its competitors. HPERD administrators at small institutions rated their practice of these two methods

significantly higher than large institution administrators. There was also a significant interaction for Publicity. Publicity is designed to stimulate or attract attention to an organization. It involves commercial, non-personal communication presented free and without sponsorship by the media. Administrators at large, public institutions and small private institutions rate their practice of Publicity at a significantly higher level than their counterparts.

C) Geographical Location of College or University. This study was concerned with any differences that might exist between HPERD administrators perceived importance of 15 selected marketing methods and their current level of practice of these methods based on geographic locations. There were no significant differences discovered.

Effects and Independent Variables. Using a multivariate analysis of variance (MANOVA) statistical technique, there were significant differences discovered when looking at both importance and practice combined. The "within" effects for type of institution (public or private) and size of institution (large or small) produced no significance. However, the "between" effects for these variables did produce significance. Significance between public and private institutions were found for Pricing, Distribution, and Personal Recruitment. Between effects were also significant for large and small institutions for Marketing Information Systems, Program Development, Market Positioning, and Differentiated Marketing. The small and the private institutions rated the importance and practice of these methods significantly higher on the rating scale than did the large and public institutions. There was also an interaction effect for methods Pricing and Publicity. Small, private institutions rated these variables significantly higher than their counterparts. Using MANOVA for a similar analysis of the the last independent variable, geographic location, significance was found in only one instance. The Eastern District rated Advertising significantly different from the other five districts.

Summary of The Study

The purpose of this study was to determine HPERD administrators' perceptions about the importance and current practice of 15 selected marketing methods. It was also the researcher's intent to look for any relationships that might exist between perceived importance and level of practice, and to identify any differences between these two variables and the type, size, and geographical location of the institution. A review of the literature concerning marketing and marketing methods revealed the 15 most prominently utilized marketing activities selected for this study.

The questionnaire was field tested by HPERD administrators not included in the population under study. Content validity was verified by a panel of marketing experts. When the questionnaire was altered to include any changes and recommendations, it was distributed to 887 HPERD administrators selected for this study. The final, usable return rate was 43 %.

Discussion of Results

Respondents believe that all marketing methods except for Marketing Consultants and Advertising are important management techniques for their units. They rated their level of practice low for all marketing methods except for Marketing Orientation, Program Development, and Distribution. The degree of perceived importance and level of practice were consistent regardless of the type, size or geographical location of an institution. Figure 1, Appendix B, best portrays the degree of importance and practice as rated by survey respondents. Perceived importance is plotted along the abscissa, and current level of practice is plotted along the ordinate. Identification of marketing methods and their placement on the figure are shown by their number as listed on the questionnaire.

The most important marketing method to HPERD administrators was Program Development, a process for identifying and providing programs and services that will attract, retain and satisfy students and donors. This was not a surprising discovery because Full-Time Equivalent (FTE) values are crucial for higher education units. Students and donors are the key to survival for units within colleges and universities. The second most important marketing method was Marketing Orientation, the attitude that the main task of an organization and all of its members is to determine and satisfy the needs and wants of students and relevant publics. Respondents realize that to keep programs and services at an optimal level, they must satisfy needs and wants. To do this, respondents felt that Distribution was the most important management technique. Distribution involves making unit programs accessible by varying the method of delivery, those apart from the unit facilities on campus.

There are only two marketing methods that were considered low in both importance and practice: Marketing Consultants, and Advertising. Why respondents were so negative about these two methods is probably tied to past experiences. Administrators have probably received too little in the way of viable help from consultants or advertising. Their ratings of these two methods might also reflect the reality that funding to HPERD units rarely exists for these management techniques.

This question was concerned with any relationships that might exist between perceived importance and current level of practice. A Pearson's Correlation measure of the association between importance and practice revealed a highly significant relationship ($P > .0001$) for all marketing methods. Respondents clearly perceived the importance of the selected methods, but they also indicated that they were not practicing these methods as their importance would seem to dictate. It is probable that the degree of practice was rated low because respondents were not

fully aware of most of the marketing methods under study. They may have responded to survey questions based on preconceived prejudices about the role of marketing within higher education. It is also possible that these unit administrators rated their application of these marketing methods low because they lacked funding for such activities. Based on the data, It is clear that most of the marketing methods under study are not being actively employed.

When looking at the independent variables effect on importance and practice, there were several methods that showed significant differences. Administrators at small institutions perceived that a Marketing Information System, as a management method, was more important than administrators at large institutions. This method is concerned with how a unit manages internal and external information concerning issues, opportunities and threats relevant to current and future success of the organization. Respondents at these small institutions are obviously attuned to the keen competition for students and donors, and thereby more acutely aware that they need to gather, evaluate, and maintain information that will give them an advantage over larger institutions. The respondents at the smaller institutions also varied significantly from their counterparts at larger institutions in their ratings of Marketing Positioning, Differentiated Marketing, and Personal Recruitment. All three of these methods are essential factors to competition. Administrators at small institutions may have rated these as more important than large institution administrators because they value the edge they perceive these marketing methods might provide.

Differences were also found between administrators at public and private institutions regarding their perceived importance of the marketing methods. Unit administrators at private institutions varied significantly in their perceived importance of Pricing, Distribution, and Personal Recruitment. Attracting students and delivering appropriate programs and services to them at an attractive price are

important variables for private institutions. Private institutions must balance the perceived value of their offerings and the revenues needed to accomplish the mission and purpose of their unit. Again, it is probable that competition between public and private institutions is the driving force behind the significant differences found for perceived importance of these marketing methods.

The only marketing method that resulted in significance as a result of the interaction between perceived importance and the type and size of an institution was Pricing. HPERD administrators at small, private institutions varied significantly from those at the large, private institutions. Respondents at large, public institutions varied significantly from those at the small, public institutions. When Price is the marketing method, small institutions, either public or private, considered this management technique as more important to unit success than large institutions. The same was true when administrators' ratings of public and private institutions are compared. The type and size of an institution was a significant factor when Price was the variable involved.

When using type of institution as a variable, respondents' ratings of current level of practice resulted in a significant difference for Pricing, and Personal Recruitment. Administrators of private institutions rate their practice of these methods higher than administrators at public institutions. Private colleges and universities might rely more on attracting and convincing students that the "price is right."

The size of an institution as a variable produced significance for two marketing methods: Program Development, and Differentiated Marketing. Administrators at small colleges and universities are generally required to provide programs and services with less funds, facilities, and equipment than administrators at large institutions. In addition, they must market these programs to two or more segments of potential student populations. This might account for their

higher ratings of these methods. The only marketing method that reflected a significant difference due to the interactive effects between type and size of institutions was Publicity. Publicity is free media support that is run without sponsorship. Large public and small private institutions rate their practice of this method higher than did their counterparts. This is an interesting finding. Do large public and small private institutions value publicity because they perceive advertising as unprofessional? Or, do they employ this method because of media access, image, or administrative philosophy?

When geographic location is the variable, survey respondents from the six districts did not vary significantly when rating perceived importance and current level of practice. Administrators within the Eastern, Southern, and Central districts rated Pricing and Advertising higher than the other districts. Their ratings of these two methods approached significance. A population shift away from the Eastern states might account for higher ratings of these two marketing methods. However, the level of practice was not greater even though the Eastern states perceived Pricing and Advertising as more important.

Conclusions

The following are the presenter's conclusions based on the findings of this study:

1. Perceived importance of marketing methods is not reflected in equivalent practice. Other researchers, as previously reported in this study, have found that higher education is deficient in its application of marketing concepts and activities. This study supports the findings of these studies. HPERD units within colleges and universities are also inadequate regarding the

application of marketing techniques. Survey respondents in this study rated 13 of the 15 marketing methods as being in the top 50 % of the rating scale. However, they rated the practice of 12 of these 15 methods as being in the lower 50 % of the rating scale.

2. Administrators at HPERD units in higher education are consistent in their ratings of the importance and practice of the selected marketing methods. This study did find significant differences among the variables under study. Overall, though, the respondents were very consistent in their ratings for most marketing methods. The means and standard deviations for administrator ratings of perceived importance and practice of the selected marketing methods are very similar across the scope of the study. The lack of any significant differences for these variables based on geographic area appears to support the conclusion that administrators, across the United States, have similar opinions about these marketing methods.
3. The self-assessing and self-reporting survey methodology used by this researcher does not differentiate well for questions of importance and practice. Because individuals personally evaluate based on the information available and the standards known to be common among comparable units, survey ratings seem to regress toward the mean.

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APPENDIX A

MARKETING METHODS SURVEY OF HPERD ADMINISTRATORS WITHIN COLLEGES AND UNIVERSITIES

Part I: Unit Profile

Number of Majors and Minors in your unit: _____

Our College/University is: Public _____ Private _____

Part II Marketing Methods Status

Instructions: Please place an "X" in the box next to the response which best describes your perspectives about the following marketing methods as defined.

1. **Marketing Orientation:** The attitude that the main task of an organization and all of its members is to determine and satisfy the needs and wants of students and relevant publics.

Please indicate how you feel about the importance of this concept in your unit, and then indicate the degree that this attitude is practiced in your unit.

Level of Importance				Level of Current Practice			
High			Low	High			Low
☐	☐	☐	☐	☐	☐	☐	☐

2. **Marketing Research:** This is research relevant to a particular situation or problem facing a unit, and enables it to match resources with market demands, and aids in the development of a successful marketing plan.

Please indicate how you feel about the importance of gathering and analyzing data on a special issue basis at your unit to solve marketing problems, and then indicate the degree your unit uses this type of research.

Level of Importance				Level of Current Practice			
High			Low	High			Low
☐	☐	☐	☐	☐	☐	☐	☐

3. **Marketing Information Systems:** This is how an organization manages internal and external information concerning issues, opportunities and threats relevant to its current and future success. This system is designed to gather, evaluate, and distribute pertinent, timely information for use by decision makers.

Please indicate how you feel about the importance of this type of system, and then indicate the degree of use of such a system in your unit.

Level of Importance				Level of Current Practice			
High			Low	High			Low
☐	☐	☐	☐	☐	☐	☐	☐

4. **Program Development:** A process of identifying and providing programs and services that will attract, retain, and satisfy students and donors.

Please indicate how you feel about the importance of developing new programs, courses, and services, and eliminating those that have little exchange value. Then, indicate the degree that you use such an approach in your unit

Level of Importance				Level of Current Practice			
High			Low	High			Low
☐	☐	☐	☐	☐	☐	☐	☐

5. **Marketing Planning:** A process that produces a written document that details the marketing strategies and offerings necessary to accomplish unit mission, goals and objectives. This document would culminate in a strategic fit between the unit and its publics.

Please indicate how you feel about the importance of this type of planning, and then indicate the degree of its use at your unit.

Level of
Importance
High ☐ ☐ ☐ ☐ Low

Level of
Current Practice
High ☐ ☐ ☐ ☐ Low

6. **Marketing Consultants:** Unless marketing expertise is available internally, a unit can rely on consultant agencies for advice about targeting and promoting its programs and services.

Please indicate how you feel about the importance of using marketing consultants, and then indicate the degree that your unit uses marketing consultants.

Level of
Importance
High ☐ ☐ ☐ ☐ Low

Level of
Current Practice
High ☐ ☐ ☐ ☐ Low

7. **Market Segmentation:** This is a method that recognizes that students are not identical, and that they have different preferences and respond to different themes. A unit can target a select group of individuals and customize a marketing strategy that will appeal to their needs, wants and desires.

Please indicate how you feel about the importance of targeting potential student, and then indicate the degree that your unit practices segmentation.

Level of
Importance
High ☐ ☐ ☐ ☐ Low

Level of
Current Practice
High ☐ ☐ ☐ ☐ Low

8. **Market Positioning:** Positioning is an attempt to establish a competitive edge, or niche, within a market segment. It seeks to influence the perceptions, images, and attitudes of potential students and donors concerning the unit and its programs and offerings.

Please indicate how you feel about the importance of this concept, and then indicate the degree that your unit is involved in positioning.

Level of
Importance
High ☐ ☐ ☐ ☐ Low

Level of
Current Practice
High ☐ ☐ ☐ ☐ Low

9. **Differentiated Marketing:** This is a process that allows a unit to pursue two or more market segments at the same time, but requires a separate offer and marketing mix for each. After studying the competition, a unit can promote advantages that distinguish it from the competition.

Please indicate how you feel about the importance of this concept, and then indicate the degree that your unit uses this method.

Level of
Importance
High ☐ ☐ ☐ ☐ Low

Level of
Current Practice
High ☐ ☐ ☐ ☐ Low

10. **Pricing:** This process combines elements of cost, competition, and demand to arrive at a charge for unit offerings and services. It is a balance between perceived value and the revenues needed to accomplish unit mission and goals.

Please indicate how you feel about the importance of setting price at your unit, and then indicate the degree that your unit sets prices.

Level of
Importance
High ☐ ☐ ☐ ☐ Low

Level of
Current Practice
High ☐ ☐ ☐ ☐ Low

11. **Distribution:** This method is how a unit makes its offerings and services available to external publics. It is anywhere that a unit's programs are delivered - including extension service locations, athletic fields, performance arts centers, etc.

Please indicate how you feel about the importance of varying settings, methods, programs, and services so that they are accessible and convenient for students.

Level of
Importance
High Low
☐ ☐ ☐ ☐

Level of
Current Practice
High Low
☐ ☐ ☐ ☐

12. **Advertising:** This is a one-way, non-personal method of informing or persuading publics through paid communication carried in mass media channels, and are clearly under sponsorship of a specific entity.

Please indicate how you feel about the importance of advertising through the media, and then indicate the degree that your unit advertises.

Level of
Importance
High Low
☐ ☐ ☐ ☐

Level of
Current Practice
High Low
☐ ☐ ☐ ☐

13. **Promotion:** This method includes all marketing activities, apart from publicity, advertisement, and personal selling, that are designed to attract and maintain student enrollment. It is usually a short term inducement to consider an exchange.

Please indicate how you feel about the importance of this method, and then indicate the degree that your unit promotes offerings and services.

Level of
Importance
High Low
☐ ☐ ☐ ☐

Level of
Current Practice
High Low
☐ ☐ ☐ ☐

14. **Publicity:** This method involves the use of commercially significant, non-personal communication that is presented by the media free and without sponsorship. Its purpose is to stimulate or attract favorable attention to the unit.

Please indicate how you feel about the importance of publicity, and then indicate the degree that your unit uses publicity.

Level of
Importance
High Low
☐ ☐ ☐ ☐

Level of
Current Practice
High Low
☐ ☐ ☐ ☐

15. **Personal Recruitment:** A personal, face-to-face process of finding and convincing prospective students that your unit will satisfy their needs and wants

Please indicate how you feel about the importance of this method, and then indicate the degree that you unit uses personal recruitment.

Level of
Importance
High Low
☐ ☐ ☐ ☐

Level of
Current Practice
High Low
☐ ☐ ☐ ☐

APPENDIX B

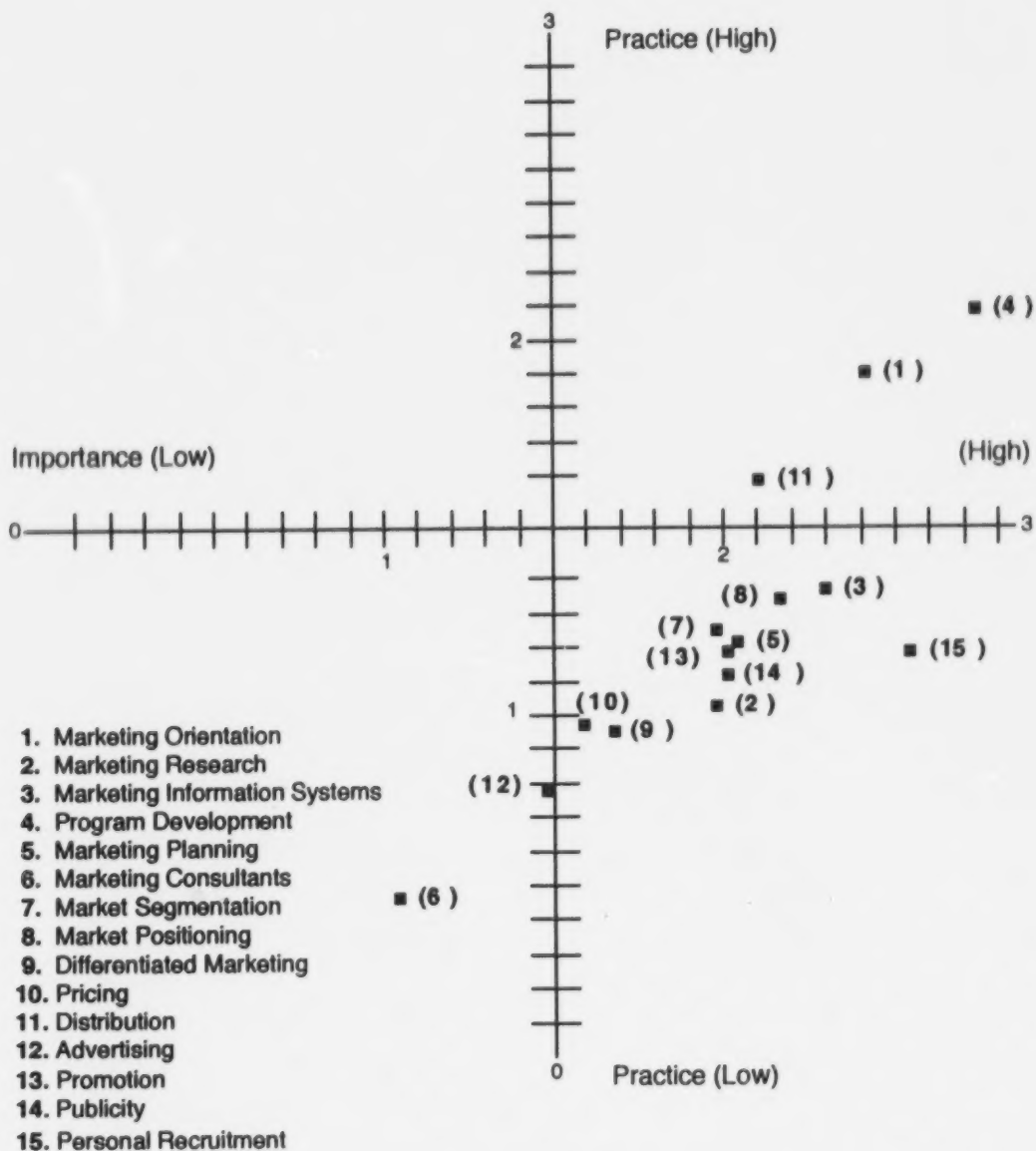


FIGURE 1
Ratings of Importance and Level of Current Practice of Fifteen Selected
Marketing Methods